

- Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission

Ongoing Action

These opportunities will be offered by the Artists in Schools & Communities grants, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Professional Development grants.

FY 2008 Tasks Accomplished

- **Seventy-three percent of the TEA funds were spent as of May 2008.**
- **Current database is updated to manage TEA grants and other technologies.**
- **Artists in Schools & Communities grant funds are routinely expended halfway through the year.**
- **Thirty-nine arts organizations received Public Value Partnership grants, total of \$181,240 committed.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

Ongoing Action

Advertise grants in print, website, conferences and distribution list communications; provide technical assistance; process in a timely manner.

FY 2008 Tasks Accomplished

- **Artists in Schools & Communities (AISC) grant postcard mailed to all Montana elementary schools April 2008.**
- **AISC grant information shared at the Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference and Montana Conference of Educational Leadership (MCEL) conference October 2007.**
- **Eighty-four percent of the AISC grants funded received technical assistance in applying for their grant with 100% of applicants funded; 90% of the grants received their information packets two weeks before the residency started.**
- **MAC will not be expanding advertising because of the total commitment of current funds.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

- Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners

FY 2008 Action

Offer assessment assistance through VSA arts to all Public Value Partnerships grantees to eliminate physical barriers in their facilities and make promotional materials accessible.

FY 2008 Tasks Accomplished

- **Contract created and signed**
- **Dolson analyzed data March 2008 and produced written report of outcomes.**

FY 2009 Tasks Planned

- **Develop next phase of plan based on analysis.**
- **Suggest next steps regarding the Americans with Disabilities Act for future Public Value Partnerships grantees' final reports.**

FY 2009 Action

Offer Americans with Disabilities Act (ADA) assistance through MAC website

FY 2009 Tasks Planned

- **Under "Resources" a new section with resources specific to ADA will be created. Materials on accessibility and arts participation in the classroom will be posted.**
- **Grants director will develop the initial template by July 30, 2008.**
- **Web services director will create the template on the website and create links to all existing resources by August 30, 2008.**
- **Web services director will update Artist Registry descriptions on the website to reflect accepted language for individuals with disabilities by August 30, 2008.**

FY 2008 Action

Partner with Office of Public Instruction (OPI) to provide materials on accessibility and arts participation in the classroom.

FY 2008 Tasks Accomplished

- **Project done. Tim Harris, Special Education division administrator, posted "Adaptations for Using the Arts in Elementary Classroom" on OPI's website March 2008.**
- **Notice of the resource being available sent out in OPI's email newsletter to Montana schools.**

Ongoing Action

Arts Education director and Indian arts market development manager collaborate on alternative strategies for recruiting new Indian artists to the Artists' Registry.

FY 2008 Tasks Accomplished

- **Process in place March 2008.**
- **Arts Education director and Indian arts market manager discussed ways to get more Indian artists interested in residency work.**
- **Indian arts market manager contacted artists who may be interested in the Artists' Registry.**
- **Arts Education director provided additional information on learning objectives and assessment to Indian arts market manager.**

FY 2009 Tasks Planned

- **Indian arts market manager and Arts Education director will evaluate the efficacy of the current process, improve the process and remove the barriers by September 30, 2008.**
- **Indian arts market manager continues outreach to Montana tribal artists to inform them about the benefits of joining the Artists Registry.**

- Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations

Ongoing Action

Continue current collaborations with the following to provide a conduit for arts education advocacy and technical assistance:

1. *Montana teaching artists*
2. *Montana Alliance for Arts Education*
3. *VSA arts of Montana*
4. *Members of Museum and Art Gallery Directors Association*
5. *Members of Montana Performing Arts Consortium*
6. *Members of Montana Association of Symphony Orchestras*
7. *National Endowment for the Arts*
8. *National Assembly of State Arts Agencies*
9. *CraftNet*

FY 2008 Tasks Accomplished

- **Collaborations on track.**

FY 2009 Tasks Planned

- **Continue collaborations.**

FY 2008 -FY 2009 Action

Explore possible partnerships with:

1. *Regional Councils on Aging*

FY 2008 Tasks Accomplished

- **Arts Education director initiated conversations with Susan Kohler, Director Area XI Agency on Aging, April 2008.**
- **MAC bought a quarter-page ad in the Governor's Conference on Aging conference brochure. These programs are part of the Senior and Long Term Care Division at the Department of Public Health and Human Services.**

FY 2009 Tasks Planned

- **Arts Education director will attend a quarterly meeting of the directors of Area Agencies on Aging by October 1, 2008.**
- **Arts Education director will develop an article targeted at helping Montana arts organizations better serve older adults. Printed in State of the Arts (SOA) newspaper by the March/April 2009 issue.**

2. *Society for the Arts in Healthcare and other similar organizations*

FY 2008 Tasks Accomplished

- **Joined the organization as a member, April 2008.**
- **Arts Education director discussed with council members who have expertise in arts in health care setting, possible strategies to best share information with Montana arts organizations, April 2008.**

FY 2009 Tasks Planned

- **Create a task force of MAC council members to map the next steps.**
- **Meeting scheduled for September 3, 2008 to discuss best possible ways to share this information with Montana arts organizations and to find out what they think their role is.**
- **Executive assistant will develop an online survey for Montana arts organizations, artists and health care facilities to learn their attitudes and capabilities toward arts and health care, including what they think their responsibility is, October 1, 2008.**
- **Results of the above survey will be the basis for a plan to be developed between artists, arts organizations and healthcare organizations. First steps taken by May 2009.**

How We Evaluate It:

- Compile data from the grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships

Ongoing Action

Arts Education program evaluation conducted on grant applications and reports each September.

FY 2008 Tasks Accomplished

- **Ongoing, Arts Education director.**
- **Working to refine reports for new database design.**

FY 2009 Tasks Planned

- **Evaluation process will be completed for FY 2008 grants by September 30, 2008.**
- **Design and planning in production of new database to compile and generate reports based on final reporting statistics.**
- **Research of possible future statistical analysis needs.**

- Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners

Ongoing Action

Compile a list of artists on the registry who work with individuals with disabilities and review for gaps in services – by March 31 of each year.

FY 2008 Tasks Accomplished

- **FY 2008 compilation done. Sixty-three percent of the artists on the Artist Registry have experience working with individuals with disabilities. Their experience is with developmental, physical and emotional disabilities ranging from pre-school age to seniors.**

FY 2009 Tasks Planned

- **Annual review to be completed by March 31, 2009.**

- Track increase in artists on the Artists Registry who are Montana tribal members

FY 2008 Action

Create a baseline of artists on the registry who are Montana tribal members.

FY 2008 Tasks Accomplished

- **Baseline established.**
- **Determined registry process is a barrier.**

FY 2009 Action

Compile a list of artists on the registry who are Montana tribal members.

FY 2009 Tasks Planned

- **Annual compilation done by Arts Education director by June 30, 2009.**
- **Database design and planning to better track tribal members and more carefully define their expertise.**

Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools.*

How We Do It:

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on our website

FY 2008-FY 2009 Action

Develop four posters with teaching tools based on the traditional arts for use in schools and nonprofit arts groups.

FY 2008 Tasks Accomplished

- **Bid in for design, printing, and mailing.**
- **Educator secured to prepare the materials on the reverse side, and artists' bios are in review.**
- **Folk Arts/market specialist notified the artists to have artwork ready to photograph, and arranged for a photographer.**
- **Five posters 18" x 24" printed (1000 of each) representing the art of the first five Montana Circle of American Masters with background on the artist and a lesson plan targeted to fourth grade teachers – June 2008.**

FY 2009 Tasks Planned

- **Arts Education director and Folk Arts/market specialist create school distribution plan for fall 2008.**

Ongoing Action

Continue to provide technical assistance:

1. *During site visits to schools and organizations that have residency grants*

FY 2008 Tasks Accomplished

- **Arts Education director provided technical assistance to grant sponsor staff and teaching artists during three site visits.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

2. *Through organized one-on-one conversations at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference*

FY 2008 Tasks Accomplished

- **One-on-one conversations with K-12 teachers were scheduled throughout the two-day conference in collaboration with Montana Alliance for Arts Education, October 2007.**

FY 2009 Tasks Planned

- **Hold one-on-one conversations at October 2008 conference.**

3. *At workshop at annual Montana Conference of Educational Leadership (statewide school administrators and school board trustees conference)*

FY 2008 Tasks Accomplished

- **Workshop on arts education resources available attended by 16 school administrators and school board trustees October 2007 in Great Falls.**

FY 2009 Tasks Planned

- **Attend October 2008 conference and provide technical assistance.**

4. *On the Arts Education Hotline (toll free phone number 800-282-3092)*

FY 2008 Tasks Accomplished

- **Conversations with teachers, administrators, arts organization staff, teaching-artists and parents throughout the year, education director.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

5. *On the arts council's website under "For Schools," Folklife," "For Artists," and "Resources"*

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director and Folk Arts/market specialist.**

- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects

Ongoing Action

Continue current activities in collaboration with Montana Alliance for Arts Education:

1. *Ten or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference with MEA-MFT paying the fee and travel for the arts keynote presenter*

FY 2008 Tasks Accomplished

- **Ten workshops were offered at the annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) conference October 2007 with 140 teachers attending in collaboration with Montana Alliance for Arts Education.**

FY 2009 Tasks Planned

- **Deliver workshops for October 2008 conference.**

2. *Workshops integrating the arts with other subject areas, held in underserved/rural areas of the state*

FY 2008 Tasks Accomplished

- **Plans in place for workshops in Glendive, Havre, and Lewistown in FY 2009.**

FY 2009 Tasks Planned

- **Two workshops offered by September 15, 2008 in Lewistown and Havre; two workshops offered in Glendive October 16, 2008.**

3. *Build on the previous four six-hour teaching artists workshops on lesson planning, assessment and classroom management by having Eric Johnson present a six-hour follow-up workshop*

FY 2008 Tasks Accomplished

- **Finalized agreement with Eric Johnson to develop a new teaching artist workshop, April 2008.**

FY 2009 Tasks Planned

- **Eric Johnson will provide a new six-hour workshop for teaching artists by May 15, 2009.**

- Offer grants for curriculum, assessment and professional development, and artist residencies

Ongoing Action

Continue Artists in Schools & Communities residency and special project grants.

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

Ongoing Action

Offer 15 of the new Teacher Exploration of the Arts grants for elementary classroom teachers.

FY 2008 Tasks Accomplished

- **Eleven grants funded as of May 2008.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

- Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations

FY 2008 -FY 2009 Action

Create an arts education advocacy DVD.

FY 2008 Tasks Accomplished

- **DVD produced June 2008.**

FY 2009 Tasks Planned

- **Distribute DVD to arts organizations through Montana Association of Symphony Orchestras, Museum and Art Gallery Directors' Association, Montana Performing Arts Consortium and Montana Association of Arts Educators, Arts Education director and administrative assistant involved, completed by February 15, 2009.**
- **Create an article for the SOA newspaper describing the DVD and offering it as a resource, Arts Education director and administrative assistant, by November 25, 2008 for the January/February 2009 issue.**

Ongoing Action

Continue collaborations with:

1. *MT Alliance for Art Education*
2. *VSA arts of Montana*
3. *Statewide arts service organizations*
4. *University of Montana Drama/Dance Department*
5. *MT Board of Public Education*
 - *School Improvement Division*
 - *Indian Education Division*
6. *Montana Office of Public Instruction*
7. *Montana Parent Teacher Association*
8. *National Endowment for the Arts*
9. *National Assembly of State Arts Agencies*

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Ongoing, Arts Education director.**

How We Evaluate It:

- Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives

Ongoing Action

Compile residency grants' data each September and create an evaluation process for the Teacher Exploration of the Arts grant.

FY 2008 Tasks Accomplished

- **Evaluation process for TEA grant in place June 2008, Arts Education director.**

FY 2009 Tasks Planned

- **Evaluation process will be completed by September 30, 2008.**
- **Planning this into new database design.**

Ongoing Action

Determine if the Teacher Exploration of the Arts grants are an effective way to give elementary teachers more confidence in providing arts instruction in their classroom.

FY 2009 Tasks Planned

- **Evaluations ongoing, complete process by September 30 each year.**

- Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with the Montana Standards for the Arts

FY 2008 Action

Develop a plan to evaluate the data available from the Office of Public Instruction (OPI).

FY 2008 Tasks Accomplished

- **Karen Crogan, Accreditation Annual Data Collection at OPI, and William Schauman, Accreditation Accountability at OPI, are identified as contacts to develop plan – June 2008.**

Ongoing Action

Determine the scope of evaluation and evaluate available data

FY 2009 Tasks Planned

- **Carry out this plan each year by June 30.**

Economic Vitality Frame #I: Training and Network Development

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

How We Do It:

- Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues

Ongoing Action

Develop a plan to offer new training and network development opportunities for artists.

FY 2008 Tasks Accomplished

- **Business development specialist, Folk Arts/market specialist and Indian arts market manager met in January 2008 to define goals.**
- **Drafted a framework for new program called Montana Artrepreneurship Preparation (MAP), a multi-track approach for training opportunities.**
- **Planning meetings held in Kentucky at CraftNet March 2008, also in Butte, Kalispell, Chester and Poplar, April 2008 to gain feedback on Montana Artrepreneurship Preparation draft.**
- **Discussed training development and partnership support with both Coleman and Kaufmann Foundations, January 2008.**
- **Wrote prospectus for the Trunk Show.**
- **Confirmed support from Montana World Trade Center to co-present Creative Capital workshop and produce the Trunk Show.**

FY 2009 Tasks Planned

- **Develop an orientation session to Montana Artrepreneurship Preparation.**
- **Begin planning a Montana Artrepreneurship Preparation artists' group.**
- **Followup on connections with both the Coleman and Kaufmann Foundations.**
- **Assist Montana World Trade Center in development of the Trunk Show.**
- **Present Creative Capital Workshop for artists with Montana World Trade Center.**
- **Present "Protect Your Art" workshop with Bill Frazier.**
- **Explore federal partnership funding possibilities with MAC member Arlene Parisot.**

FY 2008 -FY 2009 Action

Design and produce artists' showcase opportunity and training for Indian artists in conjunction with the Montana Indian Business Alliance meeting. Professional development focus on marketing, business skills and legal issues.

FY 2008 Tasks Accomplished

- **Completed September 2007, 30 artists benefitted.**

FY 2009 Tasks Planned

- **Design program and coordinate artists' registration for spring 2009 Montana Indian Business Alliance Conference – Business development specialist, Folk Arts/market specialist, Indian arts market manager.**
- **Plan to again offer "Protect Your Art" workshop with Bill Frazier and marketing workshop with the First People's Fund.**

Ongoing Action

Develop a statewide Indian artist inventory.

FY 2009 Tasks Planned

- **Indian arts market manager continues to identify Indian artists.**

Ongoing Action

Hold discussions with the following Indian organizations to explore professional development and marketing strategies:

1. *Montana/Wyoming Tribal Leaders Council*
2. *Native American Development Corporation*
3. *International Traditional Native Games Society*
4. *Montana Indian Business Alliance*
5. *Office of Indian Affairs*
6. *Tribal Colleges*
7. *Individual Indian Artists*

FY 2008 Tasks Accomplished

- **Links established with representatives from tribal councils, artists attending the Montana Indian Business Alliance showcase and training, other individual artists.**

FY 2009 Tasks Planned

- **Continue discussions. Ongoing, Indian arts market manager.**

FY 2008 -FY 2009 Action

Develop and deliver a public workshop to help artisans prepare for the Made In Montana Marketplace.

FY 2008 Tasks Accomplished

- **Met with Lonie Stimac February 2008, explored possible regional workshops, perhaps under new Leveraging Investments in Creativity (LINC) program mantle.**
- **Met with Made In Montana planners (City of Great Falls and state Department of Commerce representatives) in March 2008 regarding 2008 marketplace and discussed shape of future educational components.**

FY 2009 Tasks Planned

- **Continue to work with Made In Montana planners and Lonie Stimac to create and present at least one workshop to help artisans prepare for the Made In Montana Marketplace.**

Ongoing Action

Create a path and network, and then guide qualifying artists through the Montana Circle of American Masters process.

FY 2008 Tasks Accomplished

- **Pathway created and integrated it with a larger picture of other directions in the agency. Seven artists inducted into the Montana Circle of American Masters.**

FY 2009 Tasks Planned

- **Pathway in place.**

FY 2008 Action

Design and produce final gathering of the two and one-half year The Art of Leadership Phase II program for leaders in the five participating arts organizations. Professional development focused on governance and organizational stability and growth.

FY 2008 Tasks Accomplished

- **Completed October 2007. Thirty-five arts leaders from five organizations benefitted.**

FY 2008 –FY 2009 Action

Present “Marketing Tune-Up” workshops on audience development and marketing in two cities for teams of representatives from arts organizations. Focus on growing audiences and bottom lines.

FY 2008 Tasks Accomplished

- **May 2008 workshop completed. Forty-four leaders from nine arts organizations benefitted.**

FY 2009 Tasks Planned

- **Workshop scheduled for Missoula, October 3-4, 2008. Determine whether to host an additional workshop in the eastern part of the state during October or November 2008. Make decision by August 2008.**

Ongoing Action

Design and produce new programs for The Art of Leadership in professional development focused on governance, organizational stability and growth.

FY 2009 Tasks Planned

- **Partner with the Murdock Charitable Trust to present “Planning for your Organization, Its Growth and Its Facilities” for organizations considering capital improvements and campaigns. Plan for spring 2009.**
- **Research other workshop topics of interest, and notable presenters.**

- **Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations**

Ongoing Action

Feature relevant research and useful information in bi-monthly newspaper, State of the Arts.

FY 2008 Tasks Accomplished

- **Six issues printed: continued all main features of publication.**
- **Introduced new column: Career Profiles, beginning May/June 2008 issue.**
- **Indian arts market manager took over Native News column.**
- **Montana Circle of American Masters program rolled out. In subsequent issue, initial inductees introduced.**
- **Governor's Arts Awards honorees profiled early 2008.**

FY 2009 Tasks Planned

- **Six issues planned: continue all main features of publications.**
- **Continue information about newly inducted American Masters.**
- **Continue Career Profiles column.**
- **Continue developing Native News section.**

Ongoing Action

Produce relevant information through various MAC publications.

FY 2008 Tasks Accomplished

- **Drafted general brochure for the agency.**
- **Drafted final "Barn Door" series book – "Arts Participation Business Toolkit."**

FY 2009 Tasks Planned

- **Produce general brochure for the agency.**
- **Research possible private funding for final Barn Door series book "Arts Participation Business Toolkit."**

Ongoing Action

Continue partnership with Lee Enterprises, Montana Historical Society and Montana Promotions Department to produce annual publication: "Montana's Cultural Treasures."

FY 2008 Tasks Accomplished

- **Publication produced and printed April 2008 (dist 100,000). Content increased by 12 pages (10%), to 112 pages.**

FY 2009 Tasks Planned

- **Annual publication planned for April 2009. Copy due February 2009.**

FY 2008 Action

Disseminate the final findings of a pilot program to train artists in entrepreneurship and the associated catalog of market-ready artists.

FY 2008 Tasks Accomplished

- **Two-part final report disseminated to leaders and educators in the state, as well as across the country.**
- **Final report written for the conference proceedings and presented at the national United States Association for Small Business Entrepreneurship conference in January 2008.**

FY 2008 -FY 2009 Action

Work with Hands of Harvest to develop a new guidebook and marketing approach to benefit rural artists.

FY 2008 Tasks Accomplished

- **Guidebook revision completed and second edition in production.**
- **Interpretive loop signs and member signs created for rural artists participating in Hands of Harvest.**
- **Hands of Harvest website redesigned.**

FY 2009 Tasks Planned

- **Work with Hands of Harvest to develop distribution plan for guidebooks.**
- **Investigate ways to build collaborative relationships with other cultural loop tours, and so build more opportunity for rural artists.**
- **Continue to work with Hands of Harvest and other rural artist networks (such as Sage and Stone and Alpine Artisans) to develop market strategies.**

- Utilize technology to maximize participation, distribute resources and provide remote learning opportunities

Ongoing Action

Promote online index of articles from agency newspaper, State of the Arts.

FY 2008 Tasks Accomplished

- **Web services director coordinated this effort.**

FY 2009 Tasks Planned

- **Web services director coordinates this effort – ongoing, all staff.**

Ongoing Action

Promote all website links and resources.

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Web services director coordinates this effort – ongoing, all staff.**

Ongoing Action

Continue offering electronic distribution lists to disseminate useful information for arts educators, artists and arts organizations.

FY 2008 Tasks Accomplished

- **Web services director produced email newsletters to all three groups every two weeks throughout the year.**

FY 2009 Tasks Planned

Every two weeks an email newsletter is sent to three distribution lists (artists, arts educators, arts organizations), web services director.

Ongoing Action

Utilize electronic survey instruments to collect information and feedback on current and future programs and plans.

FY 2008 Tasks Accomplished

- **Registered for Survey Monkey capabilities and staff representative trained.**

How We Evaluate It:

- | |
|---|
| <ul style="list-style-type: none">• Document successful methods of stabilization and growth |
|---|

FY 2008 -FY 2009 Action

Disseminate methods of success shared by organizations that participated in the Art of Leadership programs.

FY 2008 Tasks Accomplished

- **Presented methods of success from MAC programs: Building Arts Participation, Leadership Institute Phase II and Public Value Partnerships during organizational consultations in Montana. Also presented results at meetings of Western States Arts Federation, National Assembly of State Arts Agencies, National Endowment for the Arts.**
- **Hockaday Museum of Art (Building Arts Participation grantee) invited to present successes at the Marketing Tune Up workshop. May 2008.**

FY 2009 Tasks Planned

- **Hockaday Museum of Art continues to present successes at marketing workshops. October 3, 2008.**
- **Continue presenting methods of success during presentations and upon request.**

Ongoing Action

Disseminate "best practices" information gleaned from all grant reports.

FY 2008 Tasks Accomplished

- **Parameters set for new database design to access best practices information.**
- **Developed performing arts participation-building stories from Public Value Partnerships grantees and created a presentation for the National Performing Arts Conference in Denver, June 2008.**

FY 2009 Tasks Planned

- **Adapt National Performing Arts Conference script for future SOA newspaper article.**
- **Share model examples of how Public Value Partnerships grantees build the Three Rs – Relationships, Relevance, Return on Investment.**

- | |
|---|
| <ul style="list-style-type: none">• Compile results of training programs through evaluation |
|---|

Ongoing Action

Collect and analyze surveys and evaluations from participants of:

- 1. Indian Artists Training and Showcase at the Montana Indian Business Conference*
- 2. The Art of Leadership Phase II program*

Ongoing Action (continued)

3. Marketing Tune-Up workshops

4. Made In Montana Marketplace workshop

5. Montana Art Gallery Director's Association

FY 2008 Tasks Accomplished

- **Completed Montana Indian Business Alliance artists' showcase and training executive summary, February 2008.**
- **Completed leadership institute executive summaries of two Board Tune-Up workshops, November 2007.**

FY 2009 Tasks Planned

- **Compile evaluations and produce executive summaries in July 2008 (for May 2008 workshop) and November 2008 (for October 2008 workshop).**

- Measure networks developed and how well those networks address needs

Ongoing Action

First develop a plan that identifies who needs to be connected, and then determine ways to measure a network's success after it has been established for at least one year.

FY 2008 Tasks Accomplished

- **Informal networks beginning to be developed among participants from The Art of Leadership programs, Montana Indian Business Alliance showcase and training artists, Creative Arts Enterprise program participants.**

FY 2009 Tasks Planned

- **Foster networks begin in FY 2008**
- **Research and inventory co-ops (cooperative sales efforts among artists). Discuss network needs.**
- **Begin establishing formal communication networks within marketing programs, Montana Circle of American Masters, Indian artists.**
- **Work with networks developed through craft trails guide books.**
- **Continue work to develop Creative Arts Enterprise program network.**

- Review and analyze annual reports and budgets of arts organizations

Ongoing Action

Review 990s and annual reports of grantees in the Public Value Partnerships program to compare to the baseline year.

FY 2008 Tasks Accomplished

- **Contracted Certified Public Accountant to review and analyze FY 2007 after April 2008.**
- **Staff reviewed final reports and shared best practices with other grantees, June 2008.**

FY 2009 Tasks Planned

- **Contract with a Certified Public Accountant to review and analyze FY 2008 after April 15, 2009.**
- **Staff review of final reports May and June 2009.**

Ongoing Action

Design a survey instrument for arts organizations to submit one year after attending a training session to identify any changes in:

- 1. Level of sales (Marketing Tune-Up workshop)*
- 2. Level of contributions or sponsorships (Fund Raising workshop)*
- 3. Level of stability or strength of members (Board Tune-Up workshop)*

FY 2009 Tasks Planned

- **Design, disseminate and compile surveys via Survey Monkey, email and postal mail. Conduct phone interviews with select participants.**

Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

How We Do It:

- Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organization websites

Ongoing Action

Continue to work with Montana Department of Commerce to launch web-based marketing program for qualifying artists and artisans, tied to Made In Montana program.

FY 2008 Tasks Accomplished

- **Encouraged Department of Commerce to enhance Made In Montana website with photographs.**
- **Discussed web-based marketing with Lonie Stimac in February 2008 meeting.**

FY 2009 Tasks Planned

- **Continue to work with Department of Commerce on clarifying the interface with the Made In Montana program and its website.**
- **As part of Montana Artrepreneurship Preparation program, develop concept of a juried web-based gallery for Montana artists.**

FY 2008 –FY 2009 Action

Work with CraftNet (international organization) in developing a web-based introduction to using the web as a tool for sales.

FY 2008 Tasks Accomplished

- **Introductory course for artists in e-commerce draft prepared. Model includes web-based CraftNet gallery to use with course as a teaching tool. Both components on track for completion in fall 2008, with national launch at the Craft Organization Development Association conference in 2009.**

FY 2009 Tasks Planned

- **Complete introductory course for artists in e-commerce in fall 2008 that includes web-based CraftNet gallery to use with course as a teaching tool.**
- **Participate in national launch at the Craft Organization Development Association conference in 2009.**
- **Investigate paths for offering the course and using the website in Montana.**

- **Create juried artist and artisan programs to set new standards and develop new marketplaces for their work**

FY 2008 -FY 2009 Action

With National Endowment for the Arts funding, develop the Montana Circle of American Masters program and market development plans for Montana's artists and artisans.

FY 2008 Tasks Accomplished

- **Montana Circle of American Masters program developed as part of a three-track approach envisioned to provide entry points for the broad spectrum of Montana's traditional artists.**
- **Received \$20,000 commitment for FY 2009 from the National Endowment for the Arts for documentation of Montana Circle of American Masters' work and to provide professional photography support for those artists who wish to become more market-ready.**
- **Introduced Montana Circle of American Masters as part of a collaborative effort in May 2008 for the Montana County Celebration Initiative of the Montana Historical Society.**
- **Plan developed to use Western States Arts Federation money to announce Montana Circle of American Masters through a poster and mass mailing. Completed June 2008.**

FY 2009 Tasks Planned

- **Continue clarifying and building the role of Montana Circle of American Masters as part of a three-track approach envisioned to provide entry points for the broad spectrum of Montana's traditional artists.**
- **Using National Endowment for the Arts funding, complete the photographic documentation of artists in Montana Circle of American Masters.**

FY 2008 Action

Develop the selection criteria and process for the Montana Circle of American Masters program.

FY 2008 Tasks Accomplished

- **Inaugural jury process launched. Seven masters selected. Council approved March and June 2008.**

Ongoing Action

Continue selecting candidates for induction into Montana's Circle of American Masters.

FY 2009 Tasks Planned

- **Ongoing.**
- **Plan and execute a special ceremony for inducted artists.**

Ongoing Action

Design a statewide program that builds market readiness in Montana's artists (with multiple entry points), while also laying a foundation for branding Montana's arts and developing markets.

FY 2008 Tasks Accomplished

- **Planning document drafted and reviewed in four regional work sessions in preparation for submitting Leveraging Investments in Creativity (LINC) proposal for a training program.**

FY 2009 Tasks Planned

- **Develop an orientation session to Montana Artrepreneurship Preparation program.**
- **Disseminate information on the Montana Artrepreneurship Preparation program.**
- **As part of Montana Artrepreneurship Preparation, plan an artists' gathering.**

- **Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets**

FY 2008 -FY 2009 Action

Develop an initiative for market expansion opportunities for Indian artists, artists living on reservations and in really rural Montana through a planning grant from Leveraging Investments in Creativity (LINC).

FY 2008 Tasks Accomplished

- **Five planning meetings (Berea, Kentucky, and Butte, Kalispell, Chester, Poplar) for feedback on plans completed April 2008.**
- **Attend Leveraging Investments in Creativity (LINC) grantees meeting in Cleveland May 2008.**
- **Planning grant final report submitted June 2008.**

FY 2009 Tasks Planned

- **Implementation Grant application ("To Market We Go") due August 1, 2008, and under review September 2008.**
- **As part of Montana Artrepreneurship Preparation, develop a plan for building specific markets for market-ready artists.**

FY 2008 -FY 2009 Action

Investigate and work with planners of the National Folk Festival in Butte as a possible venue for Montana's artists.

FY 2008 Tasks Accomplished

- **Met with planners.**
- **Indian arts market manager served as resource for First Peoples Market.**
- **Promoted festival and market in SOA newspaper.**
- **Distributed festival information to artists qualified for the market.**
- **Talked to festival planners regarding role of Montana Circle of American Masters.**
- **Montana Circle of American Masters program promoted through festival publicity materials.**

FY 2009 Tasks Planned

- **Promote First Peoples Market in SOA newspaper and tribal publications.**
- **Continue to distribute Festival information to artists qualified for the market.**
- **Maximize the role of Montana Circle of American Masters in the 2009 festival.**
- **Investigate other venues for markets in the region to expand artists' participation in 2009.**

Ongoing Action

Research development possibilities for organizations with markets in place.

FY 2009 Tasks Planned

- **Research Big West Arts Festival in Wyoming.**
- **Research Indian Market during the C.M. Russell Auction.**
- **Work to increase artists' participation in Made In Montana Marketplace 2009.**

FY 2008 -FY 2009 Action

Begin the process of planning for an interpretive exhibit or taping of those individuals selected for the Montana Circle of American Masters.

FY 2008 Tasks Accomplished

- **Minimum of twelve artists needed – seven in place.**
- **Discussed potential exhibit with Sue Near (Montana Historical Society). Possible date no earlier than FY 2010.**
- **Ongoing gathering of information and images for future catalog.**

FY 2009 Tasks Planned

- **Choose a venue and develop a plan for an exhibit of Montana Circle of American Masters, possibly with the Montana Historical Society. Date no earlier than FY 2010.**
- **Ongoing gathering of information and images for future catalog.**

Ongoing Action

Continue the work of documenting the process underlying traditional craft as a way to build public appreciation and awareness.

FY 2008 Tasks Accomplished

- **Initial Montana Circle of American Masters' work photographed by June 2008.**
- **NEA funding professional photography for additional masters' works.**
- **Working with photographer on project to document folk/traditional arts process.**

FY 2009 Tasks Planned

- **With National Endowment for the Arts funding, complete the professional photography for current Montana Circle of American Masters' works and the process.**

How We Evaluate It:

- **Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities**

FY 2009 Action

Evaluation methods will be formed prior to programs being launched.

FY 2009 Tasks Planned

- **Create a baseline of economic information based on the Leveraging Investments in Creativity (LINC) participants, the Montana Indian Business Alliance Artists Training and Showcase participants, Made In Montana Marketplace participants and other programs as developed.**

- Review and analyze responses to reporting requirements of program participants

FY 2009 Action

Methods for review will be developed in FY 2009 and beyond.

- Assess content of tourism marketing materials and travel promotions

Ongoing Action

Continue MAC staff presence at Tourism Advisory Council meetings.

FY 2008 Tasks Accomplished

- **Collected materials for dissemination, Indian arts market manager assisted in regional meetings.**
- **Executive director did plenary session at TAC meeting, February 2008, on how the arts tie into geotourism.**
- **MAC endorsed the Montana Promotions Division Geotourism Charter.**

FY 2009 Tasks Planned

- **Attend quarterly TAC meetings. Continue dialogue on geotourism and cultural tourism.**

- Conduct economic impact studies

Ongoing Action

Start formally collecting information about various artists' financial baselines to begin the process of recording economic impacts within particular individuals, networks or groups of artists.

FY 2008 Tasks Accomplished

- **Provided input regarding economic markers for database revision.**

FY 2009 Tasks Planned

- **Continue to provide input for database fields of economic markers for database revision in order to track artists' income.**

FY 2008 Tasks Accomplished

- **Met with MEDA, November 2007, to discuss ongoing programmatic involvement in 2008 and 2009.**
- **MEDA agreed to incorporate arts in the economy component in future meetings.**
- **Developed short presentation plan for fall 2008 meeting.**

FY 2009 Tasks Planned

- **Pending MEDA approval, develop a short presentation for fall 2008 agenda.**
- **In collaboration with MEDA, develop fall 2009 program full agenda around the arts.**

FY 2008 Action

Participate in Montana's Promotions Division state branding sessions.

FY 2008 Tasks Accomplished

- **Executive director attended Helena branding session.**
- **Folk Arts/market specialist attended Great Falls branding session.**
- **Grants director attended Helena's Percent for Art Walking Mall meeting and presented some information prepared by executive assistant and grants director.**
- **State's branding platform can readily integrate the arts.**

Ongoing Action

Participate in presentations about the arts in non-arts settings.

FY 2008 Tasks Accomplished

- **Executive director participated in Tourism Advisory Council meetings.**
- **Folk Arts/market specialist presented a program on educational opportunities for artists to become market-ready at Inland Northwest Partners conference, Pullman, WA (an economic development group with members from Washington, Idaho and Oregon).**
- **Business development specialist and Folk Arts/market specialist participated in Montana Economic Developers Association fall 2007 meeting.**
- **Folk Arts/market specialist presented at United States Association of Small Business Entrepreneurs in San Antonio, Texas.**
- **Arts Education director participated in Montana Consortium of Education Leaders October 2007 meeting to present information on available grant funds.**
- **Executive director and business development specialist organized field trip sessions for the National Council on Foundations annual gathering held in Montana.**
- **Business development specialist attended Western Montana Fundraisers Association legislative lunch meeting.**
- **Grants director presented Cultural and Aesthetics Trust grant program information to the Museums Association of Montana.**
- **Business development specialist served as advisory member for Montana Nonprofits Association and Montana Main Street Association.**
- **Folk Arts/market specialist served as advisory member for Great Falls Made In Montana Marketplace.**
- **Business development specialist met with farmer's market representatives and artists in Boulder.**

FY 2009 Tasks Planned

- **Executive director attend Tourism Advisory Council meetings.**
- **Business development specialist and Folk Arts/market specialist attend Montana Economic Developers meetings.**

FY 2009 Tasks Planned (continued)

- **Business development specialist attend Montana Chamber of Commerce Executives meetings with MAC slot on the agenda, League of Cities and towns meetings with MAC slot on the agenda.**
- **Arts Education director attend Montana Consortium of Education Leaders October 2008 meeting to present information on available grant funds.**
- **Business development specialist continues serving as advisory member for Montana Nonprofits Association.**
- **Indian arts market manager to disseminate MAC information to Montana/Wyoming Tribal Leaders Council.**

FY 2009 Tasks Planned (continued)

- **Folk Arts/market specialist advising development of cultural loop trails (such as Of Sage and Stone) to benefit rural artists through Montana Preservation Alliance.**
- **Business development specialist continues serving as advisory member for Montana Nonprofits Association and Montana Main Street Association.**
- **Folk Arts/market specialist continues serving as advisory member for Great Falls Made In Montana show.**
- **Present Governor's Arts Awards video profiles and MAC DVD at Rotary, Kiwanis, other civic organizations in partnership with Montana Ambassadors.**

FY 2008 Action

Provide technical assistance that supports artists in a non-arts setting.

FY 2008 Tasks Accomplished

- **Executive director participated in designing a salary survey by the Montana Nonprofit Association.**
- **Business development specialist participated in content analysis of Principles and Best Practices resource manual for Montana Nonprofit Association.**

FY 2008 -FY 2009 Action

Council members develop an action plan around this initiative.

FY 2008 Tasks Accomplished

Planned for June 2008 meeting.

FY 2009 Tasks Planned

Implement plan created at June 2008 meeting.

- **Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders**

Ongoing Action

Encourage grantees' relationship-building with civic and governmental leaders, through requirements in grants reports. Gather and tell the stories.

FY 2008 Tasks Accomplished

- **Public Value Partnerships grantees' first annual reports in and reviewed.**
- **New requirements in place for 2008/2009 Cultural and Aesthetics Trust grantees' final reports**
- **Business development specialist, executive director, accountant, grants director finalized Public Value Partnerships grantees' final FY 2008 reports, June 2008.**

FY 2009 Tasks Planned

- **Continue monitoring and compiling all annual reporting requirements.**

Ongoing Action

Encourage arts leaders' relationship-building with civic and governmental leaders. Encourage use of MAC presentations and publications. Gather and tell the stories.

FY 2008 Tasks Accomplished

- **Disseminated "Montana-The Land of Creativity" publication at various meetings and programs and explained the Three Rs (Relationships, Relevance, Return on investment).**
- **Disseminated "Building Arts Participation in Rural America" publications at The Art of Leadership programs.**
- **With funding from Western States Arts Federation, 20,000 mailers printed announcing the Montana Circle of American Masters program, the first five inductees, and a call for additional nominees. These will go out to individuals beyond the SOA newspaper list, June 2008.**

FY 2009 Tasks Planned

- **Continue disseminating "Montana-The Land of Creativity" publication.**
- **Continue sharing Public Value Partnerships grantees' reported successes.**
- **Continue disseminating "Building Arts Participation in Rural America" publications.**
- **Promote MAC DVDs: Circle of Montana Masters, Governor's Arts Awards**
- **Promote two Powerpoint/media presentations: MAC economic vitality and MAC arts education advocacy.**
- **Produce MAC general information brochure.**
- **Continue electronic presentations on stories about Public Value Partnerships, Building Arts Participation, The Art of Leadership.**

Ongoing Action

Continue recruiting tourism representatives and economic development representatives for future arts council appointments and arts representatives for future tourism council appointments and economic developer opportunities.

FY 2008 Tasks Accomplished

- **Included economic development candidates in 2008 roster.**

FY 2009 Tasks Planned

- **Roster complete for FY 2009.**

Ongoing Action

Strengthen the role of the arts in the Montana Economic Development Association and other economic development groups.

FY 2008 Tasks Accomplished

- **Proposed ongoing presentations at Montana Economic Developers Associations' meetings.**
- **Folk Arts/market specialist attended Plains Talk II economic developers' meeting.**
- **Continued building relations with Montana Ambassadors through the 2008 Governor's Arts Awards.**

FY 2009 Tasks Planned

- **Continue building relations with Montana Ambassadors beyond Governor's Arts Awards.**
- **Continue to investigate the ties with the Plains Talk planners.**
- **Continue to develop presentations for Montana Economic Developers Association meetings.**

- Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant

Ongoing Action

Assist arts organizations in effectively communicating their public value to their communities and the state's political leadership.

FY 2008 Tasks Accomplished

- **Offered technical support for Public Value Partnerships grantees in shaping their actions and reports.**
- **One-on-one guidance offered to all Leadership Institute participants**
- **Circle of American Masters program designed to include this.**
- **Shared the Three Rs (Relevance, Relationships, Return on investment) stories among Public Value Partnerships grantees.**
- **Provided guidance on strategies to build public value to numerous arts groups.**
- **Provided guidance on funding ideas, organizational development, market development and other resources.**

FY 2009 Tasks Planned

- **Continue ongoing technical support as listed above.**

Ongoing Action

In all council meetings and all program convenings, continue the discussions of how to maximize and reinforce the public value of the arts.

FY 2008 Tasks Accomplished

- **MAC meeting agendas designed with public value focus.**

FY 2009 Tasks Planned

- **Continue agenda focus on public value for MAC meetings.**

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

How We Do It:

- Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community

Ongoing Action

Continue staff participation in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors' Association, Montana Performing Arts Consortium, Montana Alliance for Arts Education.

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Ongoing.**

FY 2008 -2009 Action

Work with Made In Montana to develop a label program for Montana artists.

FY 2008 Tasks Accomplished

- **Discussed label program in connection with Made In Montana recap.**

FY 2009 Tasks Planned

- **Explore and promote American Indian-made labeling system to support "Truth in Advertising" for American Indian artists and increased value of Montana's Indian art and artists.**
- **Continue working with Made In Montana to develop a label, incorporating it with the plan for developing markets for artists**
- **Possible funding for this effort through the market proposal submitted to Leveraging Investments in Creativity (LINC).**

Ongoing Action

Work with Made In Montana to encourage artists to access the benefits of the Made in Montana website

FY 2008 Tasks Accomplished

- **Working on alternative for improving the website.**
- **Worked with CraftNet on development of web-based gallery as a possible alternative.**
- **As part of Made In Montana recap meeting with state Department of Commerce, discussed ways of increasing artist participation in Made In Montana, which includes the website.**
- **Planners have contracted for more space dedicated to artists at the 2009 Made In Montana Marketplace.**
- **Juried website still in planning stage and has emerged as a strong component of the Leveraging Investments in Creativity "To Market We Go" plan.**

FY 2009 Tasks Planned

- **Investigate ways to incorporate in Montana the CraftNet web-based gallery as an alternative.**
- **Continue to collaborate with the Department of Commerce on filling additional space with artists for the 2009 Made In Montana Marketplace.**
- **Develop plan for a juried website in conjunction with Leveraging Investments in Creativity and begin implementation.**

- Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations

Ongoing Action

Staff participation in community meetings including statewide Chamber of Commerce Executives' meeting, League of Cities and Towns annual meeting, Convention and Visitors' Bureaus Executives' annual meeting, Montana Economic Developers Association quarterly meetings.

FY 2008 Tasks Accomplished

- **Attended annual Montana Chamber of Commerce Executives meeting, April 2008 and presented MAC's operating blueprint.**
- **Contacted Montana League of Cities and Towns and requested a slot on the agenda for October 2008 annual meeting.**

FY 2009 Tasks Planned

- **Continue engagement with and plan to present and/or participate in all statewide annual meetings for executives of chambers of commerce, convention and visitors' bureaus, and Montana League of Cities and Towns.**

FY 2008 Action

Continue relations with the Montana Ambassadors statewide service organization to produce the Governor's Arts Awards ceremonies (spring 2008).

FY 2008 Tasks Accomplished

- **Partnership successful in 2008. Enlisted ambassadors as hosts at Helena February 2008 ceremony and for four hometown celebrations for honorees during March and April 2008. Ambassadors participated in all ceremonies, and raised additional funds (\$1800 cash, \$1500 in-kind) for the hometown celebrations.**

FY 2009 Action

Build relations with the Montana Ambassadors statewide service organization to promote the public value of the arts at various civic group meetings.

FY 2009 Tasks Planned

- **Identify and enlist ambassadors in as many communities as possible to present MAC's DVDs at their civic meetings (such as Kiwanis, Lion's Clubs, Rotary Clubs, Junior Leagues, etc.).**

Ongoing Action

Staff representation on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships.

FY 2008 Tasks Accomplished

- **Executive director served on various regional and national boards and other state arts agencies' grants panels.**
- **Business development specialist served on National Endowment for the Arts State Partnerships panel and Arts Midwest regional panel for a new program called ArtsLab.**

FY 2008 Tasks Accomplished (continued)

- **Business development specialist spoke in New Brunswick for the Canadian Consulate for the Arts (Canada's version of our National Endowment for the Arts) on MAC's Building Arts Participation program.**
- **Arts Education director served on National Assembly of State Arts Agencies' Arts Education advisory committee.**
- **Executive director and business development specialist presented Building Arts Participation in Rural America at National Performing Arts Conference June 2008.**
- **Folk Arts/market specialist served on the Ecommerce Curriculum Committee of CraftNet, an international organization of two-year colleges with programs related to the creative sector.**

FY 2009 Tasks Planned

- **Staff continues serving as appointed and requested.**

- Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners

FY 2008 Action

Begin new and ongoing column in the State of the Arts about emerging and semi-established artists who are successfully building community profiles, markets and businesses.

FY 2008 Tasks Accomplished

- **Council made recommendations March 2008.**
- **"Career Profiles" column debuted in May/June 2008 issue.**

FY 2009 Tasks Planned

- **Refine and continue column.**

Ongoing Action

Provide staff consultation (upon request) to individual artists and to arts organization's at their board meetings and other gatherings.

FY 2008 Tasks Accomplished

- **Executive director met with artists and organizations to provide technical assistance: Rocky Mountain Ballet Theatre, Artists' Refuge/Basin, Montana Community Foundation, Lori Reiker/Bozeman, Montana Historical Society/Helena, Council on Foundations, Holter Museum, Montana Festival of the Book, Montana Indian Business Alliance, Rick Johnston/Havre, Fort Peck Fine Arts Council, Montana Storytelling Festival/Cut Bank, Helena Symphony, Archie Bray Foundation, Montana Repertory Theater, Robert Hoyem and Gary Funk/Missoula artists, Ben Steele/Billings, Grant Olson/Havre, Missoula Symphony, Great Falls Symphony, Yellowstone Art Museum, Bozeman Symphony, Southwest Montana Arts Council, Emerson Cultural Center/Jessie Wilbur Gallery/Bozeman, Mountain News Radio Network, Montana Alliance for Arts Education, Equinox Theater/Bozeman, Fort Benton as Tourism Event of the Year, Alberta Bair Theatre/Billings, National Heritage Foundation for Butte festival, group in Glasgow.**
- **Accountant met with Creative Arts Center and Flathead Theater Presenters re 501(c)3 applications.**
- **Accountant acted as liaison between nonprofit organizations and legal staff at Department of Labor and Industry regarding clarification of employee vs. independent contractor rules and possible exemptions for extenuating circumstances.**

FY 2008 Tasks Accomplished (continued)

- **Business development specialist offered organizational development presentations and/or consultations at board meetings for Hamilton Performing Arts Center, North Valley Music School, Hockaday Museum of Art, Whitefish Theatre Company, Stevensville Art and Sculpture Society and folks from Hot Springs planning to merge corporations, farmer's market representatives from Boulder.**
- **Arts Education director met with ArtMobile of Montana, Montana Alliance for Arts Education, CoMotion Dance Company, Ft Peck Summer Theatre to offer general technical assistance.**
- **Folk Arts/market specialist met with Alpine Artisans, Big Timber artists' group providing technical support, Of Sage and Stone helping them formulate their cultural loop tours, Hands of Harvest for ongoing consultation, and Bluegrass on the Bay leaders.**

FY 2009 Tasks Planned

- **All staff continue to provide technical assistant upon request.**
- **Continue one-on-one guidance to all participants from The Art of Leadership programs.**
- **Continue technical support for Public Value Partnerships grantees in shaping their actions and reports.**
- **Continue technical support for Montana Circle of American Masters.**
- **Folk Arts/market specialist and Indian arts market manager continue to work with artists around the state**
- **Folk Arts/market specialist continues work with Montana Alpine Artists, Big Timber artists, Hands of Harvest, and other cultural loop tour entities.**
- **All staff continue to offer consultation to artists and arts organizations throughout the state.**
- **Arts Education director continues to offer consultation to arts educators and artists around the state.**
- **Accountant continues work with state Department of Labor and Industry.**

Ongoing Action

Participate as members of advisory committees for organizations (upon request).

FY 2008 Tasks Accomplished

- **Business development specialist serves as advisory committee member on Montana Non Profit Association to help develop nonprofit rules and regulations.**
- **Business development specialist serves as statewide advisory committee member on Montana's Main Street Association (a program of the Department of Commerce) helping to select communities for Main Street Program accreditation.**
- **Arts Education director serves on the board of the Montana Alliance for Arts Education organization as an advisor.**
- **Arts Education director served the National Assembly of State Arts Agencies as an Arts Education advisor and as a member of the advisory committee that develops resources for arts education managers resulting in a Research Based Communications Toolkit.**
- **Folk arts/market specialist served on advisory committee for the Great Falls Made In Montana 2008 Marketplace.**

FY 2009 Tasks Planned

- **Continue participation in all of the above, as appointed and requested.**

Ongoing Action

Provide ongoing arts education technical expertise through 800# Hotline.

FY 2008 Tasks Accomplished

- **Conversations with teachers, administrators, arts organization staff, teaching-artists and parents throughout the year.**

FY 2009 Tasks Planned

- **Ongoing.**

Ongoing Action

Collaborate with Made In Montana to further access state Department of Commerce dollars for artists to attend out-of-state wholesale shows.

FY 2008 Tasks Accomplished

- **Folk Arts/market specialist attended Made In Montana Marketplace in Great Falls, one of three judges for Best of Show. Ongoing work with event planners, serving on advisory board.**
- **Referred artists to state Department of Commerce for funding to attend American Craft Retailers Expo in Las Vegas. Two artists received funding, April 2008.**

FY 2009 Tasks Planned

- **Continue ongoing work with event planners, serving on advisory board.**
- **Continue to refer artists to state Department of Commerce for funding to attend wholesale shows.**
- **Investigate having a presence at the American Craft Retailers Expo in Las Vegas 2009.**

Ongoing Action

Build a larger network of artists through industry investigations and updating current data.

FY 2009 Tasks Planned

- **Ongoing.**

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

How We Do It:

- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare

Ongoing Action

Begin to alter practices and collect information to address these issues

FY 2008 Tasks Accomplished

- **Determined that multiple strategies would be useful to address these challenges and specifically, that new technologies should be considered.**
- **Utilized state MetNet technology to host March 2008 MAC council meeting to facilitate ease of attendance for members throughout the state.**
- **MAC website completed reader-friendly adjustments.**

FY 2009 Tasks Planned

- **An internet survey will be developed to find out from the targeted participants what information they would like and what delivery systems for that information would be most valuable.**
- **Specific strategies will be developed to make services and information available to a varied audience using the most cost-efficient and practical method for the particular audience. (Beyond the traditional aspects of this concept would be examples that include increased use of new and existing technology and consideration of challenges unique to our rural demographic. An example would be continuation of email distribution lists to artists, arts organizations and arts educators making them aware of opportunities but also to direct them to interesting studies, blogs and websites. This also includes considering webinars and other technology to overcome the sheer miles, and gas prices, as well as the busy schedules of individuals interested in training.)**

Ongoing Action

Develop associations with health care resource organizations.

FY 2008 Tasks Accomplished

- **MAC joined the Society for Arts in Healthcare.**

FY 2009 Tasks Planned

- **Executive assistant and council members research organizations and make recommendations.**

- **Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas**

Ongoing Action

Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Blueprint for Operations as well as within the current environment.

FY 2008 Tasks Accomplished

- **March council meeting addressed increased funds. Council identified priorities and funding amounts.**

FY 2009 Tasks Planned

- **Complete legislative budget request and send to the Office of Budget and Program Planning in August 2008.**

FY 2008 -2009 Action

MAC's database upgrade and reorganization 50% completed. When finished the data will provide on-demand information for payment histories, legislative reports, distribution of funds reports, grant project summaries and histories.

FY 2008 Tasks Accomplished

- **Idaho Arts Council director advised on esystems in two phone consultations.**
- **Information Technology Services Division representative and MAC staff met twice weekly to line out the database redesign, which includes combining fields as possible and detailing workflow procedures.**
- **A service agreement was entered into for the FY 2009 biennial funding.**
- **Estimate was received and budget item was submitted for the FY 2011 Executive Planning Process.**

FY 2009 Tasks Planned

- **Ongoing. See database workflow sheet.**
- **Information Technology Services Division budgets the next steps for FY 2011 biennium.**
- **Possible reassessment based on future funding.**
- **Service Level Agreement in place for FY 2008 and FY 2009 money.**
- **Information Technology Services Division representative and MAC staff continue meeting twice weekly to line out the database redesign, which includes needed reports, outcomes, assessing and implementing staff training.**
- **MAC will work to get funding for the next phase of this project.**
- **Agency database will be redesigned, tested and fully functioning by end of FY 2009.**

- Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts

FY 2009 Action

Develop a toolkit that strengthens the case for use of public dollars to support the arts (Public Value Lite), to use to engage with those who impact MAC's state and local resources.

FY 2009 Tasks Planned

- **Business development specialist will prepare a user-friendly toolkit.**

FY 2008 Action

Engage state budget office and Governor's policy advisors and legislators in biennial budget planning for 2010 and 2011.

FY 2008 Tasks Accomplished

- **Met with Governor's office where they informed the agency that the General Fund increase approved for the agency is 1.5%.**

Ongoing Action

Continue to invite Governor's policy advisors and state legislators to arts council programs and meetings to learn from them and seek their advice, and to tell them our stories.

FY 2008 Tasks Accomplished

- **Completed.**

FY 2009 Tasks Planned

- **Ongoing.**

The End!